

ER 85-3053/2

**Office of Legislative Liaison****Routing Slip**

TO:	ACTION	INFO
1. D/OLL		X
2. DD/OLL		X
3. Admin Officer		
4. Liaison		X
5. Legislation		X
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SUSPENSE		
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Action Officer:
Remarks:

GJ / 7 Oct 85  
Name/Date

7B24

# EXECUTIVE SECRETARIAT

## ROUTING SLIP

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI		X		
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SUSPENSE \_\_\_\_\_ Date \_\_\_\_\_

Remarks

7 Oct 85

Date

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**CENTRAL INTELLIGENCE AGENCY**

Office of Legislative Liaison  
Washington, D. C. 20505  
Telephone: 351-6612

**TO:** OLL

The document ER 85-3053/2 that was  
dissem to you on 7 Oct 85 had missing pages.  
A new set is attached.

THANK-YOU





EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

Executive Registry

85- 3053/2

September 30, 1985

OLL FILE OM B  
Recpt # Record

M-85-25

MEMORANDUM FOR HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

FROM: JOSEPH R. WRIGHT, JR.  
ACTING DIRECTOR *[Signature]*

SUBJECT: Department of Justice Management and  
Productivity Improvement Program

Attached is a memo that Ed Meese sent to his key managers in the Department of Justice which follows up on the President's Productivity Improvement Program as part of "Reform 88. I think it is particularly well done and demonstrates one Cabinet Officer's follow-up to this important program. Naturally, every head of an agency has to pursue these Presidential initiatives in his or her own style as appropriate to the agency and I hope that you personally will make this a priority in improving the management of your agency -- and as a result the Federal Government.

If OMB can give you any assistance in the follow-up to make productivity improvement a reality in the government -- please let me know. I would also appreciate receiving a copy of your internal correspondence in this program so I can share it with other Agency Heads.

Attachment



**Office of the Attorney General**  
**Washington, D. C. 20530**

**16 September 1985**

**MEMORANDUM TO: Heads of Department of Justice Components**

**FROM: EDWIN MEESE III**  
**Attorney General** *EM*

**SUBJECT: Department of Justice Management and Productivity Improvement Program**

During the past five years, the Department of Justice has been involved in a number of activities supporting the President's efforts to improve the management and productivity of the Federal Government. These activities have included participating in the President's Reform '88 Program, implementing recommendations of the Grace Commission, and conducting initiatives stemming from the Office of Management and Budget's Management Review.

As the President continues to stress the importance of improving Government efficiency and cost effectiveness, I believe it is an opportune time for the Department to focus its various management and productivity efforts into a single, coordinated Departmentwide development of a Department of Justice Management and Productivity Improvement Program. As part of this program, I am announcing seven broad policy goals that I want addressed in your planning, budgeting, and operational activities:

1. Prevent fraud, waste, and abuse in the Department of Justice.
2. Control the costs of administering Department of Justice programs and operations.
3. Strengthen the central direction, coordination, and oversight in the Department of Justice.
4. Improve productivity in the Department of Justice by 20% in selected functions by 1992.

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5. **Ensure that the Department's field structure is organized in a manner that enables Department components to carry out their programs effectively and efficiently.**
6. **Develop a comprehensive strategy for efficient implementation of automated data processing in the Department.**
7. **Promote and encourage Departmentwide commitment to excellence in management through active participation by managers and employees at all levels.**

**I have directed the Assistant Attorney General for Administration to forward to you information and guidance for developing a long-range Management and Productivity Improvement Plan. Beginning in January 1986 with the FY 1988 budget formulation process, you will be required to integrate management and productivity initiatives with your budget submissions.**

**I recognize that this program will change the manner in which the Department has been managed. Further, I know that implementation of the program will put some additional management burdens on you and your staffs. However, I believe that the end result, i.e., more efficient performance of the mission of the Department of Justice, is well worth these additional burdens.**

# Memorandum


**Subject**

**Management and Productivity Improvement  
Program: Information and Request for  
Action**

**Date**

**16 SEP 1985**

**To**

**Heads of Department of  
Justice Components**

**From**

*W. Lawrence Wallace*  
**W. Lawrence Wallace  
Assistant Attorney General  
for Administration**

In his memorandum to you of September 16, 1985, the Attorney General announced a Department of Justice Management and Productivity Improvement Program (the Program) that will involve all Department components in planning and carrying out initiatives consistent with the President's Management Improvement Program (Reform '88) and the broad policy goals of the Attorney General. The Attorney General directed me to provide you with information and guidance for participating in the development of objectives and action strategies that will comprise a long-range plan for this new Program. General information about the Program and specific requests for action by you and your organization are contained herein.

## INFORMATION

The establishment of the Program represents this agency's response to the President's call for a comprehensive and systematic approach to the identification and resolution of administrative and management problems within the Federal Government. The overall purpose of the Department's Program is to promote, achieve, and ensure enhanced management and administration in support of the Department's mission. The Program is intended to ensure sustained management and productivity improvements consistent with the Attorney General's policy goals. It is also designed to meet the demands of the Attorney General for:

- a systematic, centralized process for integrating Office of Management and Budget (OMB) and Department management and budget review requirements;
- mechanisms and timetables through which Department managers can report on their accomplishments and share ideas and experiences on management and productivity initiatives.

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Since 1981, the Department has demonstrated substantial progress toward the President's long-range goals of improved efficiency and effectiveness. You and your managers are to be congratulated for the success achieved in streamlining and improving management systems in areas as varied as cash management, telecommunications, financial management, data processing applications, travel management, and internal controls. In achieving progress in these areas, we have collectively reduced the costs of doing business, with attendant improvements in the quality of services rendered.

To continue to build on this foundation will require modifying the Department's traditional management profile and accommodating common-sense requirements associated with sound, centralized planning and management. Nothing less is required than the integration of mechanisms and procedures by which our Department plans are developed, targets are set, resources are requested, and policy decisions are made. In short, we need to ensure better coordination and integration -- throughout the Department -- of our currently fragmented management and budget review and implementation processes.

The specific objectives and activities of the Department's Management and Productivity Improvement Program will be developed as part of a flexible and iterative Departmentwide planning process. The outcome of this process will be a 5-year plan that will include goals, objectives, and specific improvement initiatives, and will serve as the blueprint for the Department's Management and Productivity Improvement Program for the period FY 1987-FY 1991.

The first step in this process will be to develop by early October 1985, an interim plan which will provide a base for the Department's planning process for FY 1987 through FY 1991 (See Attachment A for further guidance). In addition to providing a foundation for the Department's long-range planning effort, the interim plan will be transmitted to the Office of Management and Budget as a companion document to our FY 1987 budget submission, and in compliance with a request made in an OMB memorandum dated July 31, 1985 (See Attachment B). The interim plan will consist of: a report on the Department's FY 1984-FY 1985 management and productivity accomplishments; a separate report on five old (FY 1985-FY 1986) and eight new (FY 1987) initiatives identified in OMB's July request; and other Department-generated FY 1986-FY 1987 initiatives which address the Department's management and productivity improvement goals and objectives.\*

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\*/ Components should include only those initiatives which can be implemented within the resource levels currently approved by the Congress (for FY 1986) or the Department Resources Board (for FY 1987).

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More importantly, as a followup to the interim plan, further development of the Department's five-year management and productivity improvement plan will occur prior to and during the Department's FY 1988 combined management and budget review process -- which begins with the Department's Call in January or February of 1986 and ends with the submission of the President's FY 1988 budget to Congress in January 1987.

#### REQUEST FOR ACTION

To assist in this effort, please identify a senior management official as your personal representative to work closely with me and my staff in further developing the Department's Program, beginning with the preparation of the interim plan. You should select this individual and notify me of his/her selection by September 18, 1985. On Friday, September 20, I will convene a meeting with these individuals ("management forum") with the following agenda: (1) to finalize the Department's interim plan submission which is due to OMB by early October, and (2) to develop policies and procedures in preparation for the Department's long-term planning process.

The meeting will be held in Conference Room B of the Main Building. It will start at 2:00 PM and should last no longer than one hour. Please direct your management and productivity designee to review the attached guidance materials and to begin developing ideas for initiatives to be incorporated into the plan. Guidance and formats for reporting accomplishments and initiatives are included, along with sample formats and a proposed planning framework.

If you have any questions or wish to discuss the Department's long-range planning process further, please do not hesitate to call me personally, or contact Robert Diegelman, Director of the Policy and Planning Office, on 633-1843. Thank you for your cooperation in this important planning effort.

**Attachments**

**Department of Justice**

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**Management and Productivity**

**Improvement Program**

## Overview of Management and Productivity Improvement Program Briefing

- I. HISTORICAL PERSPECTIVE
- II. CURRENT SITUATION
- III. FUTURE PROSPECTS

### **President's Management Improvement Program: Reform '88**

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**Reform '88 is a comprehensive program to improve, consolidate and streamline management systems focusing on 5 strategies:**

- **Controlling the growth of government**
- **Preventing fraud, waste and abuse**
- **Improving individual agency management**
- **Developing governmentwide management systems**
- **Improving agency delivery systems**

## **Why Reform '88 Is Different**

- **Sustained Administration commitment**
- **Creation of implementing organizations**
  - **President's Council on Integrity and Efficiency**
  - **Cabinet Council on Management and Administration**
  - **President's Council on Management Improvement**
- **Link to budget process**
- **Strong OMB oversight**

### **Examples of DOJ Initiatives Under Reform '88**

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- Development of a single payroll/personnel system
- Development of consolidated accounting system
- Improved debt collection
- A-76 productivity reviews
- Improved cash management
- Internal controls

## **Establishment of Department of Justice Program**

- Department's efforts need to be more substantial, more sustained, and coordinated.
- Department should be more proactive in carrying out President's Program.
- To move the Department into a leadership role, Attorney General has established a Department of Justice Management & Productivity Improvement Program.
- Department components to participate in defining the program by:
  - **Developing objectives**
  - **Planning & carrying out improvement initiatives**
  - **Reporting accomplishments**

## Principles

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- Responsive to President's Program and AG Goals
- Proactive
- Link to resource decision-making process
- Sustained
- Comprehensive

## Key Elements

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- Attorney General Goals
- Interim and 5-Year Plan
- Integrated budget and management process
- Implementation of action - oriented, improvement Initiatives
- Reports on progress and accomplishments
- A Management Forum

## Overview of Management and Productivity Improvement Program Briefing

- I. HISTORICAL PERSPECTIVE
- II. PROGRAM SCOPE AND PLANNING PROCESS
- III. PROGRAM/PROJECT STATUS AND CONCLUSIONS

## **Policy Goals**

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- 1.0 PREVENT FRAUD, WASTE AND ABUSE.**
- 2.0 CONTROL THE COSTS OF ADMINISTERING DEPARTMENT PROGRAMS AND OPERATIONS.**
- 3.0 STRENGTHEN CENTRAL DIRECTION, COORDINATION, AND OVERSIGHT.**
- 4.0 IMPROVE PRODUCTIVITY BY 20% IN SELECTED FUNCTIONS BY 1992.**
- 5.0 ENSURE THAT THE DEPARTMENT'S FIELD STRUCTURE IS ORGANIZED IN A MANNER THAT ENABLES DEPARTMENT COMPONENTS TO CARRY OUT THEIR PROGRAMS EFFECTIVELY AND EFFICIENTLY.**
- 6.0 DEVELOP A COMPREHENSIVE STRATEGY FOR EFFICIENT IMPLEMENTATION OF AUTOMATED DATA PROCESSING IN THE DEPARTMENT.**
- 7.0 PROMOTE AND ENCOURAGE DEPARTMENTWIDE COMMITMENT TO EXCELLENCE IN MANAGEMENT THROUGH ACTIVE PARTICIPATION BY MANAGERS AND EMPLOYEES AT ALL LEVELS.**

### **Examples of Specific Management and Productivity Initiatives That Support Goals and Objectives**

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- Institute an effective program for prompt follow-up of audit findings in the areas of fraud, waste and abuse.
- Streamline the Claims Collection Litigation report.
- Establish a position management system to ensure efficient utilization and distribution of scarce staff resources.
- Convert & enhance the FBI prototype case management system.
- Complete A-76 reviews for all affected components.
- Provide reports to managers regarding management improvement initiatives.
- Examine the location of offices with a view toward consolidation and the sharing of administrative support, where feasible.
- Create an Integrated Departmentwide AIS Plan.
- Establish Attorney General awards for significant management and productivity improvements.

## **A Two-Step Planning Process**

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### **STEP 1**

- An interim plan

### **STEP 2**

- An integrated FY 1988 budget and management process

## **Interim Plan Requirements**

**Each component is to prepare and submit:**

- A description of FY 1984-FY 1985 management and productivity improvement accomplishments.
- A description of FY 1986-FY 1987 management and productivity initiatives.

**The Interim plan:**

- Lays a foundation for longer-range planning.
- Responds to OMB requirement to submit a management improvement plan in October 1985

## **OMB Guidance**

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Interim plan must include initiatives to respond to new issues identified by OMB during FY 1987 review. These issues are:

- **Central management functions**
- **Departmentwide ADP planning**
- **Sharing administrative services in the field**
- **Case Management System**
- **Space and real property management**
- **Intra-agency insurance programs**
- **Automated visa information**
- **INS Adjudication Case Processing**

## **Responsibilities of the Justice Management Division**

- To coordinate the development and implementation of the Department's management and productivity improvement program.
- To represent the Department in its contacts with OMB on budget and management issues.
- To prepare, based on component submissions, a 5-year plan and to monitor and report progress.
- To provide guidance and assistance.
- To develop and implement action initiatives in areas where JMD has lead responsibility.
- To propose initiatives in areas of cross-cutting responsibility.
- To develop an integrated budget & management process.

## **Overview of Management and Productivity Improvement Program Briefing**

- I. INTRODUCTION AND PERSPECTIVE
- II. PROGRAM SCOPE AND  
INITIAL PROGRESS
- III. SUMMARY AND CONCLUSIONS

## **OMB Guidance**

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The interim plan must also provide updated initiatives for issues identified in FY 1986:

- Payroll / Personnel System**
- Accounting System**
- Debt Collection**
- Productivity Reviews**
- Grants Management Circulars**

## OMB Guidance

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The interim plan must also provide updated initiatives for issues identified in FY 1986:

- Payroll / Personnel System
- Accounting System
- Debt Collection
- Productivity Reviews
- Grants Management Circulars

## **Five Year Plan**

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**The 5-Year Plan will be a blueprint to guide management and resource decisions and to track progress.**

**It will include:**

- **The Attorney General's Policy Goals**
- **Objectives**
- **Action initiatives**
  - **Implementation strategies and resources**
  - **Milestones**
  - **Savings**
  - **Performance measures**

## **An Integrated Budget and Management Process**

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- ① Beginning with the FY 1988 cycle, budget and management improvement planning will be combined.
- ② This integrated process will result in:
  - A 5-year management and productivity improvement plan.
  - Better, more timely information to DRB in making decisions on budget and management issues.
  - Less duplication of effort.

## **Role of Management Forum**

**The Management Forum is a group of senior management officials that will meet periodically to:**

- **Advise on the planning process**
- **Share information / accomplishments**
- **Identify new initiatives**

## Schedule

Major Activities	Target Dates
ATTORNEY GENERAL ANNOUNCES PROGRAM	Sept. 16, 1985
PLANNING GUIDANCE ISSUED	Sept. 16, 1985
BRIEFING OF MANAGEMENT FORUM	Sept. 20, 1985
COMPONENT SUBMISSIONS DUE	Sept. 27, 1985
INTERIM PLAN PREPARED/APPROVED	Oct. 11, 1985
PLAN SUBMITTED TO OMB	Oct. 15, 1985
MANAGEMENT FORUM MEETINGS	Monthly
FY '86 BUDGET AND MANAGEMENT PLANNING CALL ISSUED	Jan. 1986